



***THE EMPLOYEE SATISFACTION COMMITTEE
STEERING THE MONROE COUNTY THE
SATISFACTION INDICATORS VOYAGE
FIRST BUOY – ANALYZE THE DATA***

We should be careful to get out of an experience only the wisdom that is it – and stop there: lest we be like the cat that sits down on a hot stove lid. She will never sit down on a hot stove lid again – and that is well; but also, she will never sit down on a cold one anymore.

Mark Twain





Consensus
Model

EMPLOYEE SATISFACTION COMMITTEE TEAM RULES FOR SUCCESS

- Positive attitude and cooperation
- Honesty
- Thorough communication
- Encourage everyone to express ideas and share experiences
- Mutual respect and trust
- Goal oriented
- Constructive criticism
- Confidentiality



FIRST BUOY AGENDA

- Welcome, Working Agreement
- State of the Ship--Convene
- Steering the Course—Vision, Mission, Values
- Step 2: Validation (data and opportunity statement)
- Lunch
- Step 3: Analyzing
- Next Steps
- Closing



EMPLOYEE SATISFACTION COMMITTEE CONVENE

- Status Update
- Assess the Crew
- Communication Successes and Situations





MAN IN THE DESERT EXERCISE

LET'S REVIEW YOUR PROBLEM SOLVING METHOD

- What behaviors helped
 - Listening to others
 - Encourage others
 - Humor
 - Communication
 - Mm's
- What behaviors hindered?
 - Nothing

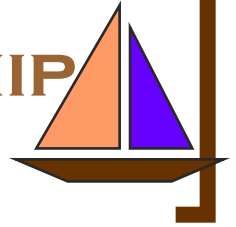


PROBLEM SOLVING PITFALLS

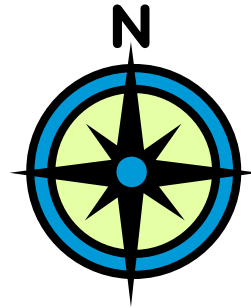
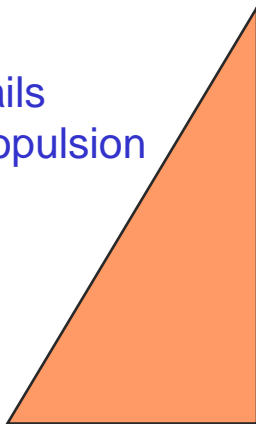
- Making Assumptions
- Differing Perceptions
 - Lack of clarity re: definition of package, definition of opened
- Not listening
 - Pre-occupied with our own ideas and opinions
- Use of lateral thinking skills
 - Creativity



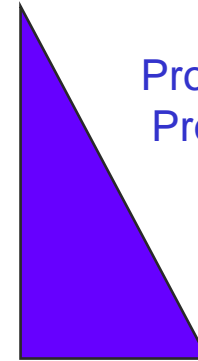
CORNERSTONES OF LEADERSHIP



Full Sails
Provides propulsion



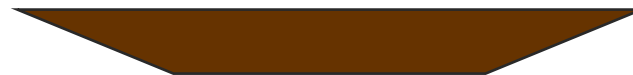
Proper Sail Trimming
Provides Behavioral
Direction



Vision: What will we become in the future?

Values: What do we believe in?

Solid Hull provides the Foundation



Mission: Why do we exist? What's the purpose?



UTOPIA IN THE FLORIDA KEYS WHAT WILL WE BECOME IN THE FUTURE



Full Sails
Provides
propulsion

Working and learning
together to maintain
the diverse community
by preserving the
natural resources and
habitat that makes us
a unique and preferred
place to live and visit!



OUR MISSION THIS IS OUR PURPOSE WHY WE EXIST!

- The mission of Monroe County is to provide outstanding public service responsive to the needs of our citizens, our unique community, and our environment.

*THE SOLID HULL
PROVIDES THE FOUNDATION*



OUR VALUES

WE BELIEVE IN THE HIGHEST OF ETHICAL BEHAVIOR AS WE SAIL THE SEVEN “C”S

- Competence = knowledge
- Creative = new ideas
- Committed = career as a calling to public service
- Concern = fiscal responsibility
- Care = positive and supportive work environment
- Communication = exchange of ideas
- Continuity = fairness, equality and sustainability

Proper Sail
Trimming Provides
Behavioral Direction



OUR VALUES

WE BELIEVE IN THE HIGHEST OF ETHICAL BEHAVIOR AS WE SAIL THE SEVEN “C”s

- **Competence = knowledge.** We encourage a competent workforce through continuing education and training. Knowledge adds value to the services we provide and increases employee and citizen satisfaction.
- **Creative = new ideas.** We are open to new ideas. We believe in taking fresh approaches to overcome challenges while striving to add value to the services we provide to our community.
- **Committed = career as a calling to public service.** We believe that service to government is the highest career calling. A professional attitude imposes a pledge of excellent performance with a commitment to the organization.
- **Concern = fiscal responsibility.** We believe fiscal responsibility demonstrates our respect for the citizens whose taxes support our organization. Fiscal responsibility recognizes that most problems cannot be solved by money alone; however, take seriously our task to safeguard the public trust.
- **Care = positive and supportive work environment.** We provide a positive work environment for our employees by recognizing their needs and allowing a balance with their professional and personal lives. We treat everyone with respect. We are compassionate and responsive to the needs of all citizens.
- **Communication = exchange of ideas.** We believe that two way communication amongst our organization, our employees, and our citizens is essential. We encourage feedback and the sharing of ideas. By working together, we can share information and improve our services through open government.
- **Continuity = fairness, equality and sustainability.** We believe in fairness and equality and place emphasis on truth and honesty in all of our actions. Through the use of strategic planning we ensure the continuity and sustainability of County services and programs.



HOW DOES THE EMPLOYEE SATISFACTION COMMITTEE OPPORTUNITY STATEMENT SUPPORT THE MVV?

There is no process in place to determine the satisfaction of employees, and we have an opportunity to create indicators to be used to determine satisfaction levels.

- 7 Cs
- Meeting customer needs
- Preserve natural resources
- Diverse community



HOW DO THE EMPLOYEE SATISFACTION COMMITTEE TEAM RULES SUPPORT THE MVV?

- Positive attitude and cooperation

- Honesty

- Thorough communication

- Encourage everyone to express ideas and share experiences

- Mutual respect and trust

- Goal oriented

- Constructive criticism

- Confidentiality

- 7 Cs

- Work and learn together

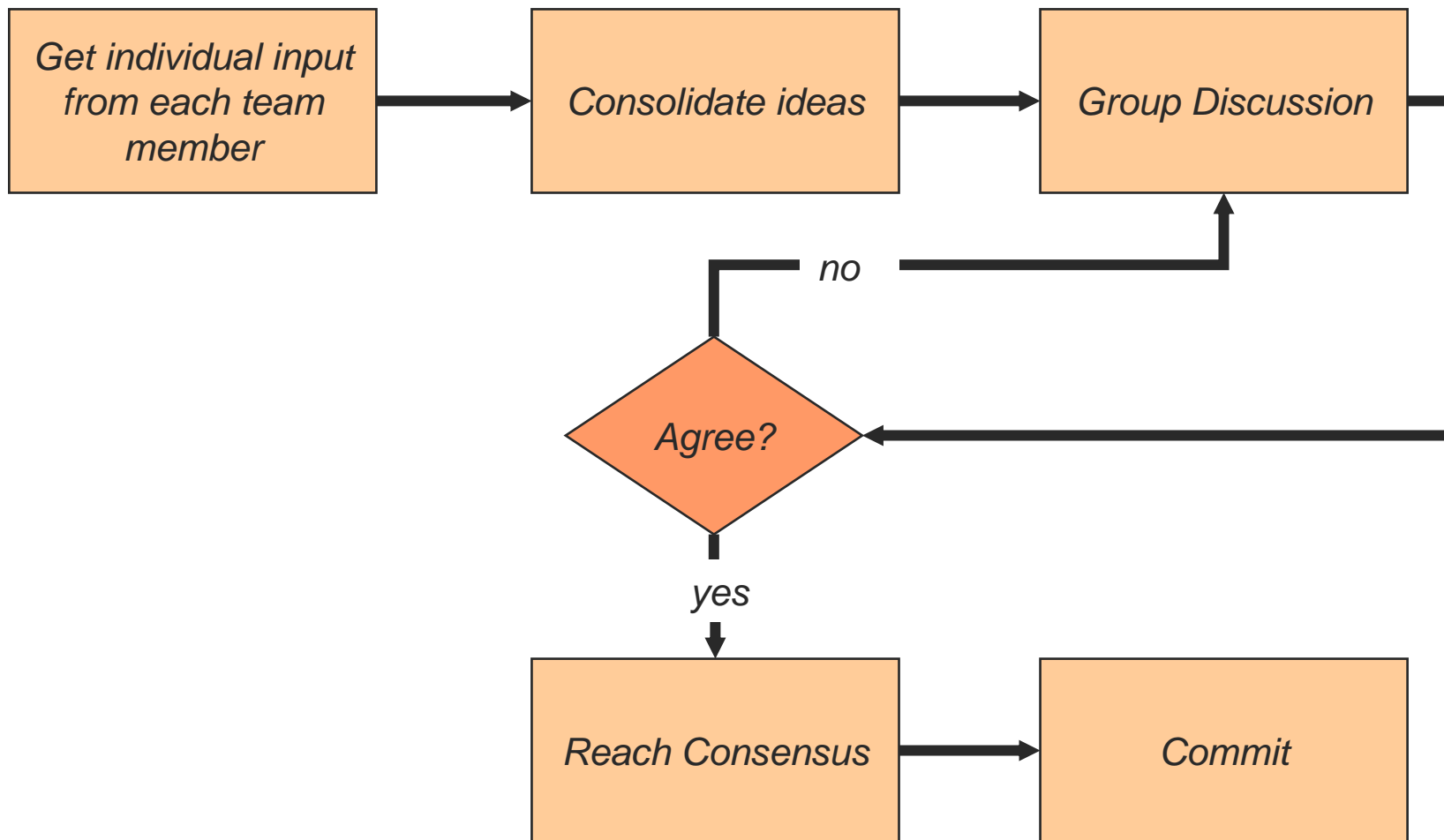
- Good working environment—preserve natural resources and habitat

- Good place to live

- Diversity

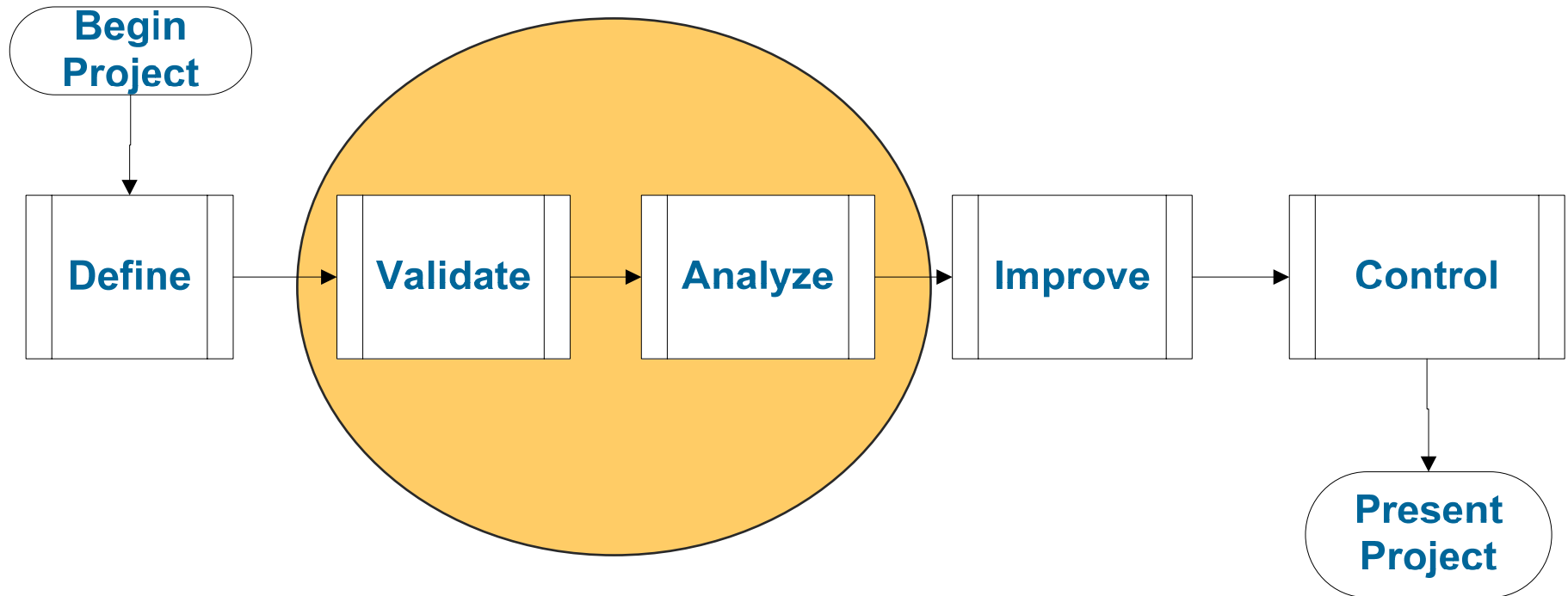


OUR PROCESS FOR REACHING CONSENSUS





HIGH LEVEL PROCESS FLOW





Define

OPPORTUNITY STATEMENT

Opportunity

There is no process in place to determine the satisfaction of employees, and we have an opportunity to create indicators to be used to determine satisfaction levels.

Linkage

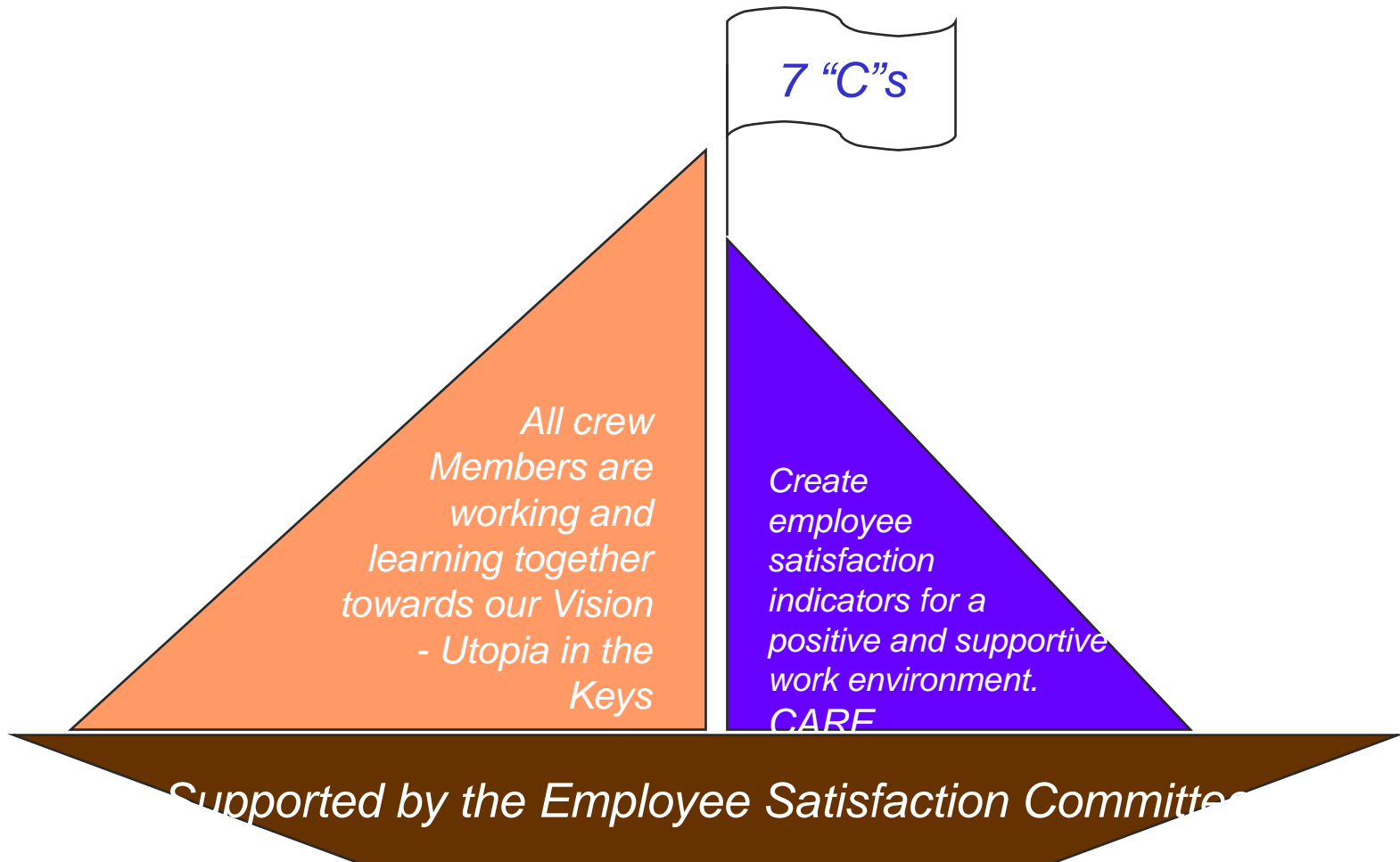
1. County Administrator's '05-'06 goal to focus on employee retention
2. The Sterling criteria requires Monroe County to determine the key factors which affect employee well-being, satisfaction and motivation.
3. Links to VMV in a variety of ways.

Outcome

A systematic process to develop a group of questions which can be continuously improved and used to measure levels of employee satisfaction and well-being.

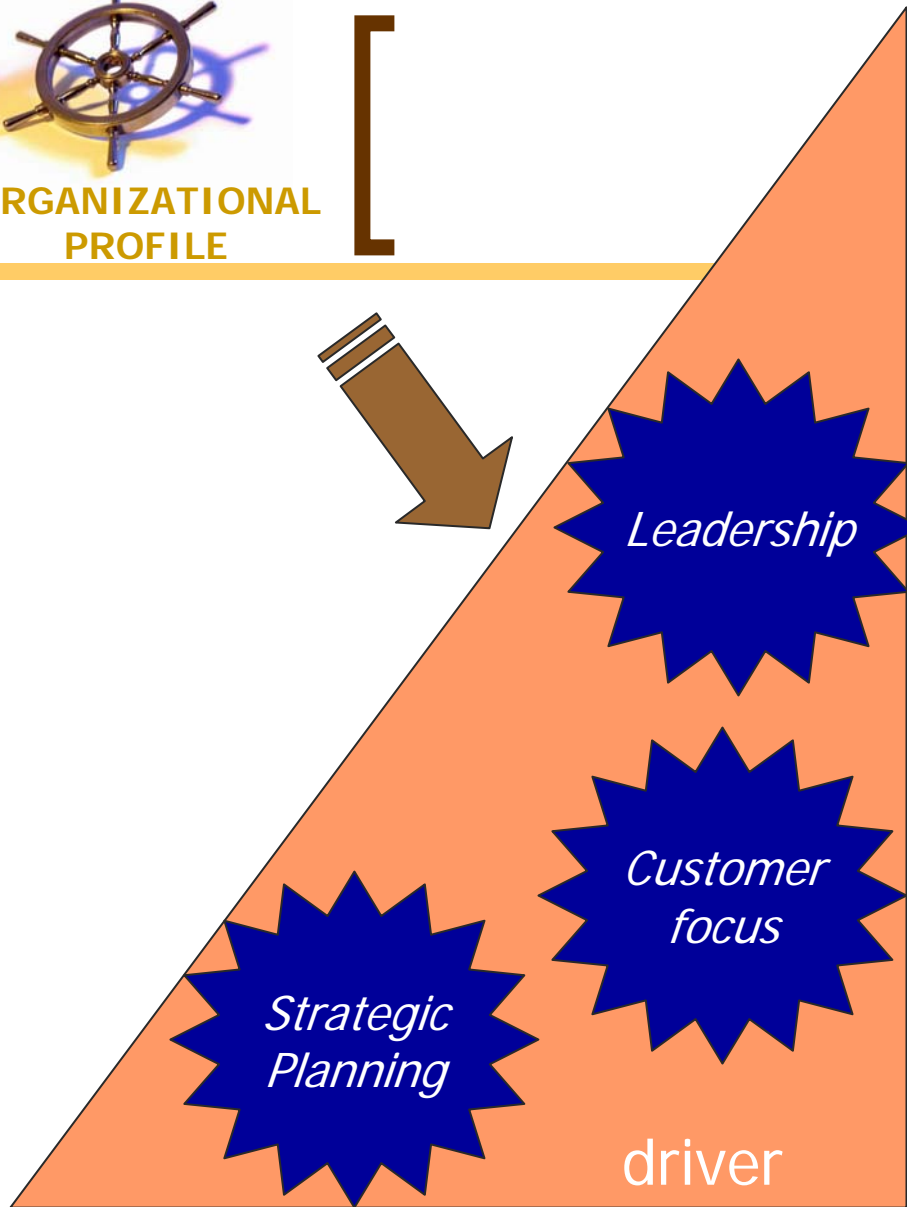
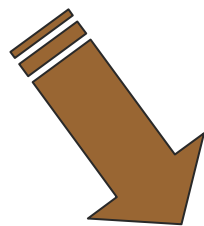


MISSION OF THE EMPLOYEE SATISFACTION COMMITTEE LINKED TO ALL OF MONROE COUNTY

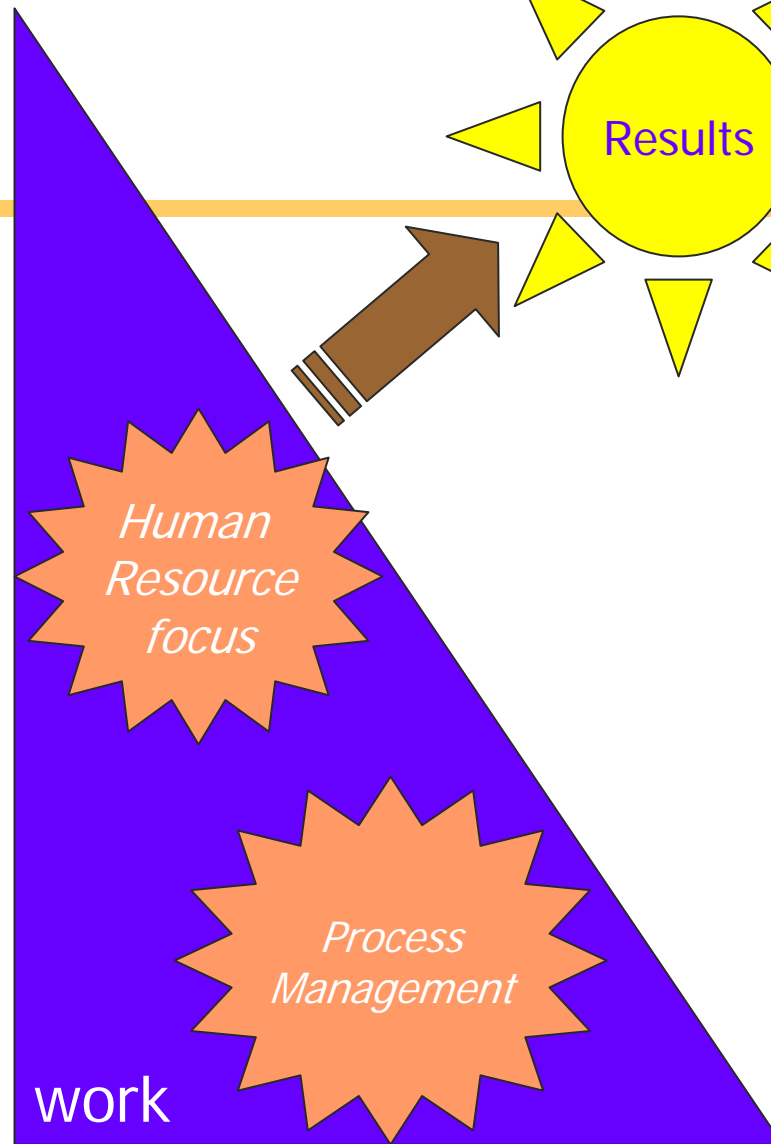




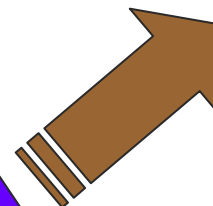
ORGANIZATIONAL
PROFILE



driver



work



Knowledge Management



Validate

REVIEW OF VALIDATION STEPS

- ✓ What question(s) need to be asked to determine if the opportunity exists?
- ✓ What data are available to answer the question?
- How should the data be presented?
- Does it align with our original opportunity statement?



WHAT DO YOU BELIEVE THE QUESTIONS WILL TELL US?

■ List of Assumptions

- Benefits
- Training and tools
- Does my job have a purpose to the residents and visitors of MC?
- Relationships of employees to supervisors.
- Rewards and recognition
- Management support
- Affordability in general
- Safe working conditions
- Communication
- Promotional opportunities
- Work space—to do job
- Are my skills being utilized
- BOCC role
- Hours of work—flex time



Validate

REWRITE OR RESTATE OPPORTUNITY STATEMENT

- If the data support your opportunity statement, summarize your information and your project
 - Our research confirms there is no process in place to determine employee satisfaction levels in Monroe County
- If the data does not support the opportunity statement, show what you discovered and re-write the opportunity statement or repeat with a different opportunity



Analyze

STEP 3: ANALYZE THE OPPORTUNITY WHAT IS THE ROOT CAUSE?

The purpose of the Analyze Step

- To understand the root causes of the problem by identifying the gaps in the process
- The analyze step studies the current process performance
- Uses the detailed brainstorming and/or selection process to determine the optimum part of the process to be improved.



ANALYZE THE CURRENT PERFORMANCE

- Since there is no process, there is no historical data
- Our only data are the questions obtained from employees and the best-in-class organizations



TEAM CONSENSUS AND DEPARTMENT OF REVENUE SATISFACTION CATEGORIES

- Employee Satisfaction Committee
 - Tools/Resources
 - Communication
 - Workplace Environment
 - Benefits
 - Training
 - Policies and Procedures
 - Advancement Opportunities
 - Recognition
 - Monroe County MVV
 - Compensation
 - Interpersonal Relationships with every employee level

- DOR – Best in Class
 - Teamwork, Customer Service, Strategic Plan, Info Sharing
 - Pay, Benefits, Promotions
 - Tools, Training, Safety
 - Supervisor Issues
 - Respect, Trust, Fairness, Well-Being
 - Job Satisfaction
- Survey includes questions answered by all employees in addition to program specific questions



COMPARING THE SATISFACTION CATEGORIES

- What does this tell you?
 - We are on track!
 - May still be things to add to the list.
 - We are very similar to other organizations.



TEAM EXERCISE

- Team Assignments
- Each team will be given
 - A portion of the questions gathered by Employee Satisfaction Committee
 - Employee Satisfaction Committee Satisfaction Categories aligned to the DOR Climate Survey questions



TEAM ASSIGNMENT

ALIGN QUESTIONS WITH MC/DOR HANDOUT

- If the question is already included on the handout, place it in a stack (May not be the same wording, but should have the same meaning) Check each question off the list.
- If the question is not included and you believe it should be, place it on the flipchart under the appropriate category
- If it is not included and you do not believe it should be, place it on the 'do not recommend' flipchart
- If it is not included and not a satisfaction questions, place it on the 'may need to be reworded'



TIME SCHEDULE

- One hour to consolidate your questions
- Each team will have 15 minutes to report their findings
 - Number of employee questions aligned with DOR questions
 - Additional questions recommended for each category
 - Questions recommended not to be used
 - Questions not included and not a satisfaction question
 - Any recommended consolidations, additions or deletions for the MC Categories



WALKING THE SATISFACTION INDICATOR PROCESS

- Step 1 – Gather input/questions from all levels of the organization
- Step 2 – Write down the questions and align with a specific category
- Step 3 – Discuss the categories and questions
- Step 4 – Consolidate the categories and questions
- Step 5 – Confirm categories and questions



HOMEWORK

- Consolidate ideas for your assigned list
- Send all questions electronically—Maria, Linda, Lin
- Take categories and add questions from Maria, Lin, and Linda, and consolidate questions.
 - Interpersonal, Advancement Opportunities, Recognition and Training Mayra and Carolyn
 - Tools and Resources, Communication, Policies and Procedures, Work Place Environment, Benefits, Monroe Co. VMV, Compensation Ranny, Maria, Celeste
- Please send any questions you feel should not be included to:
 Lin and Linda
- Not included and not a satisfaction questions to be consolidated and reworked
 LINDA AND LIN



Analyze

NEXT STEPS

- Complete homework by June 2 and sent to Lin and Linda
- Reach team consensus on satisfaction categories and indicators/questions
- Begin improve process



NEXT MEETING — JUNE 23, 2006 IN KEY LARGO

- Can someone confirm the meeting room?
- Key Largo—Carolyn 9:30—3:30
- Let's Prepare our Agenda
 - VMV
 - Working agreement
 - Consensus on categories and questions
 - Improvement Process
- Confirm our Agenda
 - Thumbs Up



WHAT HAVE WE LEARNED TODAY ABOUT YOUR SATISFACTION INDICATORS PROCESS?

- Meeting Message: The purpose of this is to clarify what you feel about the meeting
 - Categorized
 - Reviewed and compiled hundreds of questions from employees
 - Streamlined some of our processes



CONTINUOUS IMPROVEMENT

■ WWW

- *Freedom to vent and communicate concerns*
- *Sorting exercise*
- *New name*
- *Team work went well*
- *Lunch was good*
- *Great team work*
- *Great team!*
- *Good effort by all team members in consolidating questions.*
- *Meeting in different locations*
- *Impressed by the questions from the employees*

■ OFI

- No water
- Functioning facilities
- More space